

The Air Force Alternative Dispute Resolution Program 2007



Report to the Secretary of the Air Force on the Air Force Alternative Dispute Resolution Program



*Prepared by
The Air Force ADR Program, SAF/GCD
May 2008*

*Report to the Secretary of the Air Force on the
Air Force Alternative Dispute Resolution Program*

	PAGE
Introduction and Executive Summary	1
A. In Partnership with the Air Force Negotiation Center of Excellence, Developed and Deployed a Broad Array of Education and Training to Build Negotiation and Influence Skills Across the Air Force	2
1. Air University Negotiation Course Offerings	2
2. Full Time Executive Director	3
3. Negotiation Training for the Acquisition Workforce	3
4. Support to DOD and Air Force Culture and Language Initiatives	4
5. NCE Outreach	4
B. Achieved Significant Results through the Use of ADR	5
1. Air Force Contract Disputes ADR	5
a. ADR Reduces Resolution Time	6
b. Value of Disputes Resolved Through ADR	7
c. Maintained Our “ADR First” Policy for the Resolution of Contract Disputes	8
d. Early Resolution ADR	8

2. Air Force Workplace Disputes ADR	8
a. Workplace ADR and “Early Resolution” (ER) Attempts and Resolutions	9
b. Workplace ADR Timeliness	10
c. Workplace ADR Customer Satisfaction	11
d. ADR in EEO Complaints: A Closer Look	12
e. Workplace ADR Awards	13
3. Mediator Certification Program	14
C. ADR Program Outreach Efforts	14
D. Promoted More Systematic Use of ADR in Environmental and Land Use Controversies and in Housing Privatization	15
E. Secured Sufficient Resources to Meet Our Mission	15
F. ADR Program Training: Providing Targeted Training	16
1. Worldwide ADR Champion Training Conference	16
2. Civilian Workplace Mediation Training	16
a. Mediation Skills Training	16
b. Mediation Refresher Training	17
c. EO Transformation Initiative Training	17
3. Negotiations and Appropriate Dispute Resolution Course	17
4. Contract Litigation and ADR Training	18
G. Air Force Recruiting: Student Career Experience Program (SCEP)	18
H. Future Challenges	18
Conclusion: The ADR Program Had a Very Productive Year	19

List of Tables	PAGE
<u>Table 1:</u> ADR Offer, Acceptance in Principle & Rejection	5
<u>Table 2:</u> Case Resolution Time Comparison FYs 2001-2007	6
<u>Table 3:</u> ADR Agreement in Principle to Conclusion	7
<u>Table 4:</u> Early Resolution (ER) Attempt and Resolution Rates in Workplace Disputes FY 06 - FY 07	9
<u>Table 5:</u> Early Resolution (ER) Attempt and Resolution Rates	10
<u>Table 6:</u> ADR Timeliness in Workplace Disputes FY 06 - FY 07	11
<u>Table 7:</u> ADR Customer Satisfaction FY 07	11
<u>Table 8:</u> FY 07 ADR Program Total Spending	16

Attachment	TAB
Air Force Workplace Dispute ADR and Early Resolution Data, FY 06– FY 07	1

The Air Force Alternative Dispute Resolution (“ADR”) Program is mandated by the Administrative Dispute Resolution Act (“ADRA”) of 1996. Air Force policy with respect to the program is set forth in Air Force Policy Directive 51-12 (January 2003).

The Air Force Deputy General Counsel for Dispute Resolution (SAF/GCD) is the Air Force Dispute Resolution Specialist under the ADRA pursuant to AFPD 51-12, and SAF/GCD administers the Air Force ADR Program.

Introduction and Executive Summary

For over a decade, ADR processes have consistently proven themselves to be faster, less expensive, less divisive, and more flexible at resolving Air Force disputes, thereby freeing up resources for core mission accomplishment. In 2007, the Air Force ADR Program nurtured significant growth and maturation in initiatives that support the philosophy and strategic direction of Air Force Smart Operations for the 21st Century (AFSO21) and the DOD Quadrennial Defense Review (QDR). Specifically, the Dispute Resolution Division of the Office of the Air Force General Counsel (SAF/GCD) has pioneered the development of the Integrated Conflict Management System (ICMS), which leverages the crosscutting application of dispute resolution and conflict management skills to 1) more effectively prevent, and 2) more efficiently resolve, Air Force disputes.

An important part of the ICMS initiative is large-scale training conceived and implemented by SAF/GCD to provide Air Force supervisors with the communication and conflict resolution skills that they need to deal effectively with workplace conflicts arising from the implementation of the National Security Personnel System (NSPS). In FY 07, SAF/GCD completed the training of over 25,000 supervisors of civilian personnel, and began work on several initiatives to provide this training on a sustainment basis Air Force-wide.

In addition, SAF/GCD supports The Air Force Negotiation Center of Excellence (NCE), founded by SAF/GCD and Air University in August 2005. The NCE is providing all Airmen with the interest-based negotiation skills that are the foundation for collaborative leadership and mission success in the 21st Century. Skills in interest-based and cross-cultural negotiating and influencing are currently being integrated by NCE into the curriculum across Air University in both residence and distance learning formats, and will serve as a foundation for success in joint, interagency, and coalition operations.

SAF/GCD also developed and deployed interest-based negotiation training for the acquisition workforce, to provide the concepts and skills needed to negotiate effectively and protect the government's interests in situations where business judgment, rather than hard and fast rules, must be applied. Four sessions were held in FY 07 at Wright-Patterson AFB and Los Angeles AFB. Additional sessions are being offered in FY 08. Demand is high.

The other essential component of the ICMS is a robust ADR capability to effectively and efficiently resolve those disputes that cannot be prevented. The Air Force ADR Program continues to improve dispute resolution cycle times and avoid unnecessary dispute resolution costs by shortening and streamlining dispute resolution processes. Specifically:

- Overall, 2,407 civilian workplace disputes were resolved using Early Resolution techniques, with an average processing time of 29 days. For comparison, the average processing time for resolving formal EEO complaints in FY 07 was 365 days.
- Contract disputes continue to be resolved by ADR in roughly half the time required for trial, saving money and avoiding program disruption. Increased use of early dispute resolution techniques (ER) has prevented many cases from entering the formal disputes process: in FY 07, ER was used in 12 cases, and successfully resolved all but two.

ANNUAL REPORT TO THE SECRETARY THE AIR FORCE ADR PROGRAM

The Air Force Negotiation Center of Excellence (NCE), created by SAF/GCD and Air University in August 2005, teaches Airmen interest-based and cross-cultural negotiating and influencing skills. This skill set, part of the Institutional Competencies List, is key to the collaborative leadership needed to achieve mission success in the 21st Century. Negotiation instruction has been integrated by the NCE into the curriculum across Air University, in both in-residence and distance learning formats. The NCE is committed to making interest-based problem-solving skills a core capability of the 21st Century Air Force, across all functional areas. Its latest initiatives, in cooperation with SAF/GCD, include negotiation training for the acquisition workforce and distance learning modules as a force multiplier.

A. In Partnership with the Air Force Negotiation Center of Excellence, Developed and Deployed a Broad Array of Education and Training to Build Negotiation and Influence Skills Across the Air Force.

The NCE provides research, training, and education in interest-based negotiation (IBN) and influence, cultural awareness, cross-cultural negotiation, and multi-party negotiation skills. Air Force Doctrine and the Institutional Competencies List both stress negotiation skills as an essential component of 21st Century leadership. These skills play an important role in achieving Quadrennial Defense Review and Air Force Strategic Plan priorities to build partner capability and find interagency solutions.

1. Air University Negotiation Course Offerings.

In April 2006, the NCE started providing three-day enrichment elective seminars to Air War College (AWC) students. The seminars, featuring lectures and tailored exercises in IBN, cultural awareness, cross-cultural negotiation, and multi-party negotiation, have been taught by a team of AWC faculty and outside experts. Elements of this instruction have also been successfully integrated into the AWC core curriculum. Every resident AWC student now receives IBN class work with experiential exercises to reinforce the readings and lecture component. Additional elective courses and sponsored student research are offered at both Air War College and Air Command and Staff College.

Among the outside experts the NCE has employed to develop course content and teach are Dr. Gary Weaver from American University, who teaches cultural awareness for the State Department and the United States Institute of Peace; Cherie Shanteau from the U.S. Institute for Environmental Conflict Resolution, who teaches the dynamics of multi-party negotiations; and Elizabeth Waetzig from Georgetown University, who teaches IBN.

Both formal critiques and anecdotal discussions confirm that the students value the program, the quality of the instructors, and the curriculum, and give high marks for relevance

and utility. The overwhelming conclusion from students is that this training must be expanded to civilian and military leadership at all ranks and grades.

The NCE is delivering negotiation and influence skills coursework through:

<u>SCHOOL</u>	<u>METHOD</u>	<u>CATEGORY</u>	<u>HOURS</u>
CEPME	Resident	Senior Leadership (Chief's Course)	1.0 hr
		Cultural Perspective on Negotiation	1.0 hr
SOC	Resident	Negotiations (Air & Space Basic Course Lecture)	1.0 hr
ACSC	Resident	Negotiation Research Elective (30 hrs in-residence class + 1 sem. research)	
AWC	Resident	Negotiation Elective (IBN)	30 hrs
	Resident	Negotiation Elective (Cross-Cultural)	30 hrs
	Resident	Negotiation Core Instr. Period (US)	2.5 hrs
	Non-Resident	Negotiation Elective	3 credit hours
	Resident	Enrichment elective	2.5 days
	Resident	Negotiations (Independent Research)	
	Resident	Negotiations (Group Research)	
CPD	Resident (GS-15)	Strategic Leadership and negotiations	1.5 hrs
	Resident MSSQ	Negotiations	2.0 hrs
	Resident Wing CC	Negotiations	1.0 hr

The NCE has also provided negotiation training to the Army War College, and recently signed a Memorandum of Agreement with the Cultural Training Center of the Army's Training and Doctrine Command to work together and provide negotiations resources to be incorporated into the Army's cultural training for soon-to-be-deployed service members. In return, the Air Force is receiving real life material for negotiation scenarios, the opportunity to observe Army "just in time" training for deploying troops, and country-specific cultural training materials.

2. Full Time Executive Director.

The NCE is led by its Executive Director, Dr. Stefan Eisen. Dr. Eisen (Col, ret., USAF) joined the NCE in July 2006, having previously served as the AWC Dean of Academic Affairs.

3. Negotiation Training for the Acquisition Workforce.

The two-day interest-based negotiation training developed by SAF/GCD, in cooperation with the NCE and the Defense Acquisition University (DAU), continues to be in high demand. The first four sessions were delivered in FY 07, two at Wright-Patterson AFB and two at Space and Missile Command, LA AFB. Participants included contracting officers, program managers, and program counsel. Their evaluations were positive—96 percent would recommend the training to their peers. Comments included: "Embedding IBN in an IP scenario is an excellent tool;" and "This is probably the best training I have experienced with the Air Force." In FY 08 additional sessions have been or will be delivered at Hanscom AFB, Robins AFB, and Wright-Patterson AFB. SAF/GCD is working with the Air Force Institute of Technology to institutionalize the training and ensure its systematic delivery and availability to the Air Force acquisition workforce.

As currently deployed, the two-day course teaches IBN skills and techniques, utilizing a realistic procurement scenario in which the students role-play as members of government and contractor negotiating teams. Built into the scenario is the need to negotiate a special license agreement to acquire technical data rights necessary to conduct depot-level maintenance (consistent with Secretary Wynne's May 2006 Directive). The goal is to familiarize acquisition personnel with intellectual property rights under government contracts while also giving them competency in basic negotiation skills. This training should save the Air Force substantial sums by empowering acquisition personnel to negotiate and pay for the rights the Air Force actually needs to perform maintenance and logistics support without having to enter into expensive sole source contracts.

SAF/GCD is presently working with DAU to expand the use of the training across DOD. In addition, the Federal Acquisition Institute and the Office of Federal Procurement Policy have expressed interest in making the training available to the civilian acquisition workforce. New negotiation scenarios are being developed by SAF/GCD and DAU, and a pilot training course will be held in 2008 for representatives of civilian agencies.

4. Support to DOD and Air Force Culture and Language Initiatives.

The NCE works closely with AF/A1D on culture and language, making available its contacts, research, and resources to support A1D's efforts. The NCE has, from the very beginning, emphasized the importance of cultural awareness and cross-cultural negotiation skills. The NCE is also closely coordinating with the Army, Navy, and Marine Corps on the development of education and training in the areas of culture and language and joint/interagency collaboration. The Army asked the NCE to present an NCE-developed cross-cultural negotiation exercise to approximately 340 Army War College students last summer, and has been requested to return this summer to again present this exercise. In addition, USAFE asked the NCE to support the Joint Contact Team Program (Sarajevo) last July and provided instruction to Bosnian military personnel in strategic leadership, to include IBN. The NCE is working closely with the Cultural Training Center at Air University, sharing curriculum materials, funding, and staff support.

5. NCE Outreach.

The NCE, with support from SAF/GCD, is fielding an upgraded website featuring a Community of Interest link for the collaborative development of IBN instructional materials, case studies, and applications. Participating institutions include professional military schools, select civilian universities, and service academies. The link for the site is <http://negotiation.au.af.mil/>

Since resident education and training is limited, the NCE is completing the development of distance learning lessons, modules, and courses to support the deliberate professional development of military and civilian professionals. The NCE has completed studio work and editing on a three-module series on cross-cultural communications featuring American University's Dr. Gary Weaver. The NCE is also currently "storyboarding" a series of Computer Based Interactive Instruction modules on IBN for use by both military and civilian leaders. Prospective users for these materials include Squadron Officer College, College for Enlisted Professional Military Education, the Ira C. Eaker College for Professional Development, and HQ

Air Force Officer Accession and Training Schools. These modules will also be made available to other services and schools through the Community of Interest on the new website.

B Achieved Significant Results Through the Use of ADR.

1. Air Force Contract Disputes ADR

FY 07 saw an uptick in contractor claims against the Air Force docketed at the Armed Services Board of Contract Appeals (ASBCA). The number docketed in FY 07 was 208, compared to 62 in FY 06. Of these, 90 were filed by the same contractor, totaling less than \$50,000. The number of active ASBCA appeals also increased, to 156 from 75. Of these, only 13 were in excess of \$1 million. Four ASBCA appeals were resolved by ADR in FY 07 vs. eight in FY 06 and 13 in FY 05. The success rate for attempts continues to be 100 percent.

The Air Force offered ADR in 84% of the cases eligible for ADR in FY 07. (Table One) This is a continuation of the FY 06 level. There are only two approved exceptions to the Air Force “ADR First” policy—either a dispositive motion is pending, or an exemption is granted at a senior level for one of the reasons enumerated in the Administrative Dispute Resolution Act. These two exceptions account for the 16 percent of eligible cases in which ADR was not offered.

Significantly, more contractors agree to use ADR than reject ADR. The percentage of contractors agreeing to ADR increased again in FY 07 to the highest rate ever—68.5 percent.

ADR Offer, Acceptance & Rejection¹

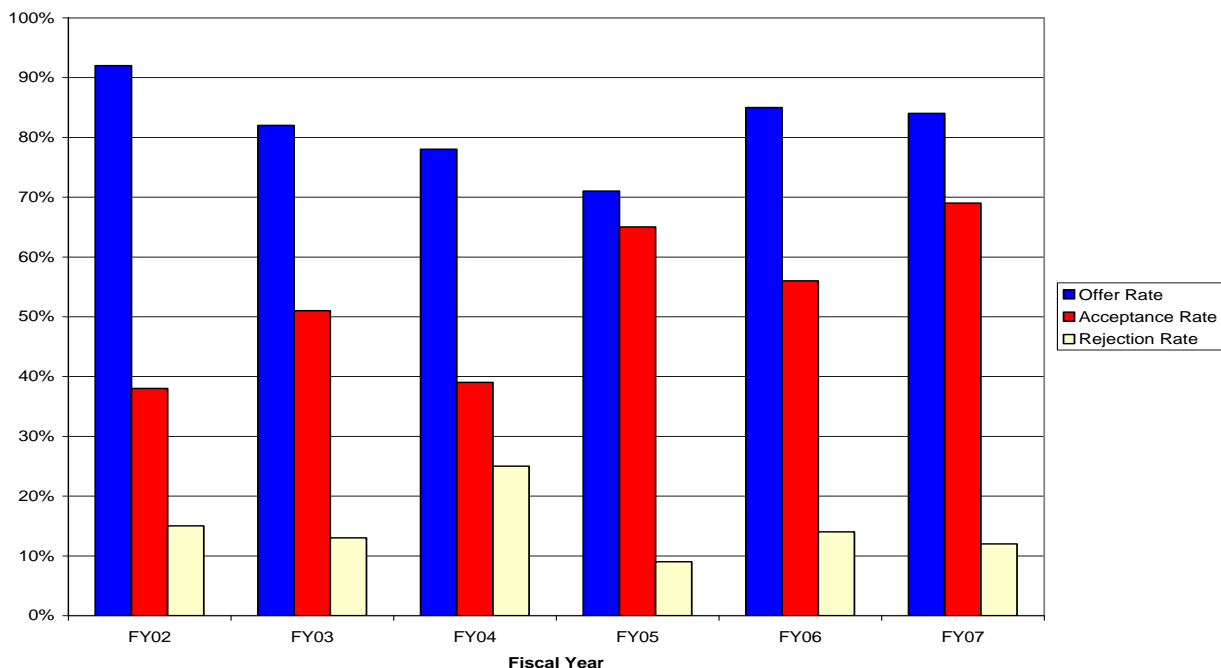


Table One

¹ Statistics reflect annual average of quarterly snapshots of active cases.

a. ADR Reduces Resolution Time

ADR takes far less time to resolve disputes than does the formal trial process. The data through FY 07 show that ADR resolves disputes in less than half the time required for traditional litigation, on average (Table Two).

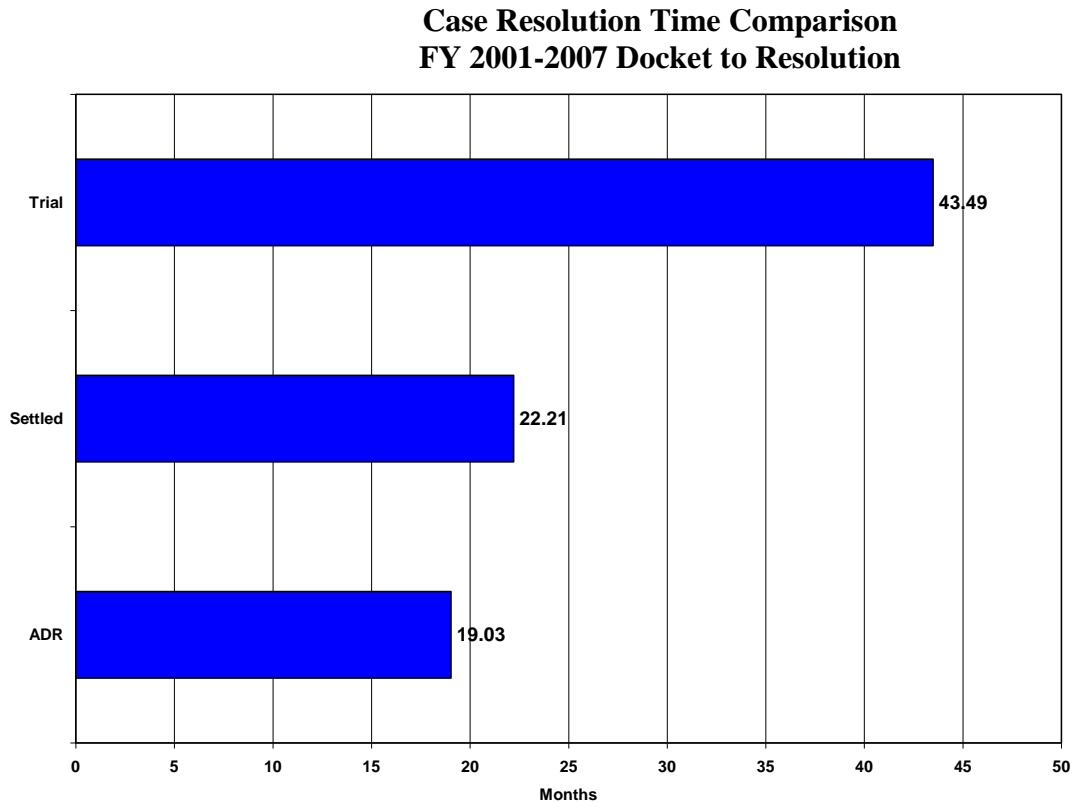


Table Two

Once parties formally agree to use ADR, the time to resolution is, on average, under nine months (Table Three). By resolving the controversy early, ADR can avoid much of the cost of full litigation on the merits, including the government's liability for interest on contractor claims.

ADR AGREEMENT IN PRINCIPLE TO CONCLUSION

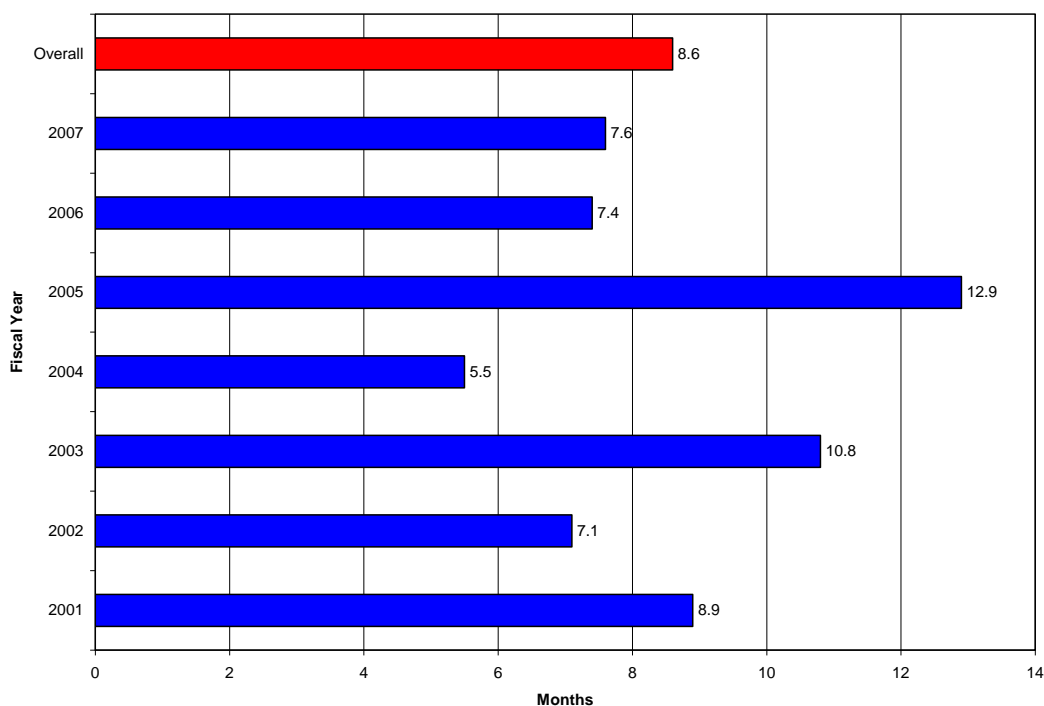


Table Three

b. Value of Disputes Resolved Through ADR

For FY 05 through FY 07, the Air Force Acquisition ADR Program helped the Air Force avoid paying \$38 million in contractor claims. We achieved results similar to those we anticipated if the matter had been fully litigated, but did so in months rather than years.

SAF/GCD conducts a continuing analysis of data pertaining to contract disputes to ascertain if the use of ADR has any perceptible effect on the ultimate resolution of the dispute. Thus far, the data indicate that ADR is “outcome neutral”—that is, the amount the Air Force pays on contract claims is not increased as a result of using ADR to resolve contract claims. For fiscal years 1994-1999 (before the Air Force “ADR First” policy), the Air Force paid an average 33.97 percent of contractors’ claims. For fiscal years 2000 to 2007 (after the “ADR First” policy), the Air Force paid an average 29.55 percent of contractors’ claims.

c. Maintained our “ADR First” Policy for the Resolution of Contract Disputes

Air Force Policy Directive 51-12 encourages the voluntary use of ADR to resolve disputes at the earliest feasible stage, at the lowest possible organizational level, and by the fastest and most cost effective method. AFFARS Part 5333 (revised 15 June 2006) encourages the acquisition team to use ADR to the maximum extent practicable to resolve both protests and contract disputes. The AFFARS requires contracting officers to establish ADR agreements for ACAT I and II programs and to consider establishing ADR agreements for other programs. Contracting officers are also required to use ADR to the maximum extent practicable to resolve

requests for equitable adjustment, and to seek legal review of proposed final decisions to ensure that opportunities for resolution through ADR are not overlooked.

d. Early Resolution ADR

SAF/GCD works with the Air Force contract trial team (AFLOA/JACQ) to increase early resolution of contract disputes through ADR. JACQ handles Air Force contract disputes in ADR proceedings and in litigation at the Armed Services Board of Contract Appeals (ASBCA), and also represents the Air Force alongside the Department of Justice in contract cases at the U.S. Court of Federal Claims. In FY 07, JACQ handled 12 early resolutions – ADR proceedings initiated before the issuance of a contracting officer’s final decision, and often before the submission of a formal Contract Disputes Act claim. Only two of these matters ended up moving into the formal disputes process. Increased use of early resolutions to resolve contract disputes benefits the Air Force greatly by allowing it to retain control over the outcome, with less disruption to Air Force programs and to the Air Force’s working relationships with its contractors.

2. Air Force Workplace Disputes ADR

Air Force Instruction (AFI) 51-1201 requires all Air Force activities with assigned civilian personnel to collect and report periodically to GCD their dispute resolution results in the following categories of civilian workplace disputes: Equal Employment Opportunity complaints (formal and informal), Merit Systems Protection Board appeals, employee grievances (bargaining unit and non-bargaining unit), Unfair Labor Practice (ULP) allegations, and other generic disputes that arise in the Air Force work environment.² We track the utilization and success of early resolution activities including ADR and other facilitative processes, timeliness of ADR processes, and customer satisfaction with ADR (AFI 51-1201, paragraph 38).

Our data collection and reporting efforts try to capture all informal dispute resolution activities arising out of the various civilian personnel programs administered by the Air Force. This includes ADR processes that utilize an outside, third party neutral, and more informal early resolution activities that resemble ADR but do not use an outside third party neutral (“other” early resolution). Together, these activities labeled as “ER,” or early resolution, comprise the total effort of Air Force activities to resolve their workplace disputes as early as possible, as quickly as possible, as inexpensively as possible, and at the lowest organizational level.

a. Workplace ADR and “Early Resolution” (ER) Attempts and Resolutions

GCD uses a web-based system to collect and report workplace ADR data. Data reported by installations to GCD is also available to their parent MAJCOMs. The spreadsheet at Attachment 1 depicts all ADR and ER data, by MAJCOM and DRU, reported to GCD for FY 07 and the changes from FY 06. The results are summarized in Table Four.

² With the exception of Military Equal Opportunity complaints, for which ADR is available at the informal complaint stage, use of ADR in purely military personnel disputes is a matter of command discretion.

**Early Resolution (ER) Attempt and Resolution
Rates in Workplace Disputes, FY 06 - FY07**

	FY 2006	FY 2007	% Change
Total Workplace Disputes	6196	5299	-14%
Early Resolution (ER) Attempts	3134	3696	+18%
Early Resolutions	2492	2407	-3%
Total ER Attempt Rate	51%	70%	+38%
Total ER Resolution Rate	80%	65%	-18%

Table Four

As Table Four illustrates, the 5299 total disputes³ recorded in FY 07 were down substantially, 14%, from FY 06. Some of this decline can be attributed to technical problems with the online data collection system that prevented several installations (mostly Air Reserve Bases) from filing complete reports. However, since these installations do not account for a significant percentage of workplace dispute workload from year to year, we judge that these technical problems did not materially affect the totals that were reported.

Total attempts at early resolution were up significantly from FY 06 levels, yielding a 38% gain in overall attempt rate. The overall 70% attempt rate recorded in FY 07 significantly exceeds the 50% Air Force goal. ER resolutions, however, declined by 3%, yielding a decline in the ER resolution rate from 80% in FY 06 to 65% in FY 07. This is not necessarily a negative trend, as we typically see resolution rates (i.e., the percentage of disputes resulting in settlement), decline as attempt rates rise, because the pool of cases in ADR or other facilitative processes include a higher percentage of the more contentious cases that are less likely to settle. From a policy perspective, the Air Force encourages greater use of these processes in disputes with less likelihood of settlement because they tend to confer other benefits such as improved communication and strengthened relationships between the parties.

When we speak of “resolution,” we mean a disposition of the case that settles the outstanding issues and terminates further processing. Accordingly, if we are pursuing early resolution methods in 70% of our civilian workplace disputes, resolving 65% of them, the net effect is to divert 45% of disputes from traditional processes that tend to be much more expensive, time consuming and labor intensive. Comparing actual resolutions with total disputes, the data show that despite a year-to-year decrease of 897 total workplace disputes, the number of early resolutions only dropped by 85, giving a net 46% resolution rate in FY 07, versus a net resolution rate of 40% in FY 06.

³ “Total Disputes” includes disputes on hand at the beginning of FY 07 plus those initiated during the year.

Early Resolution: Attempt and Resolution Rates FY 07

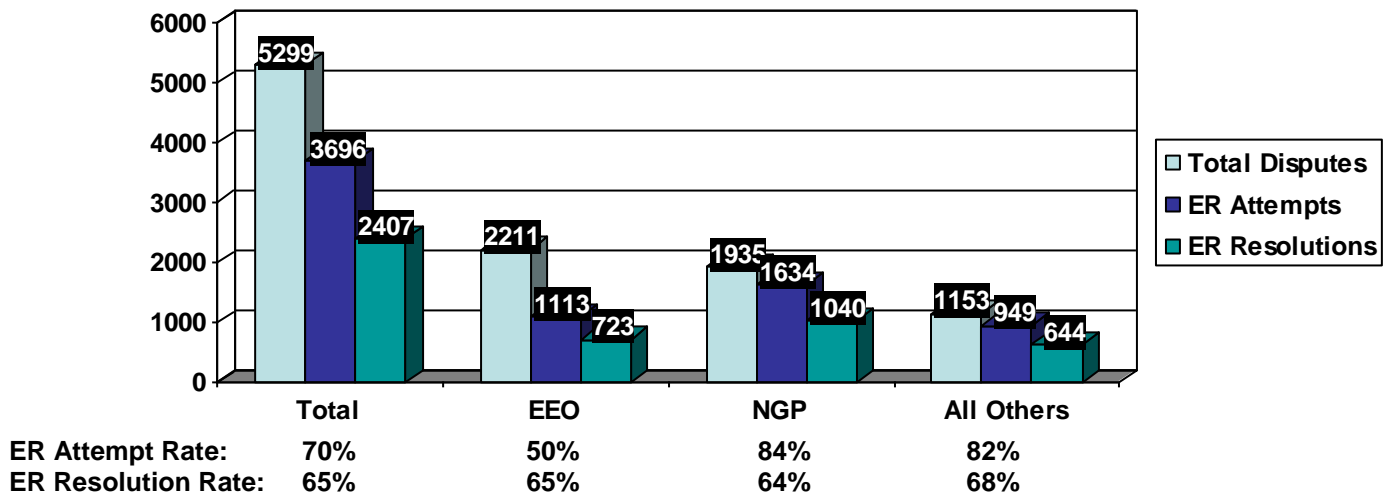


Table Five

When overall usage rates are broken down into the individual dispute categories, the record for FY 07 is positive, particularly for those dispute categories that make up the largest percentage of Air Force workplace disputes. ADR and other Early Resolution efforts were frequently used in EEO complaints and negotiated grievances (NGPs), which collectively accounted for 78% of all workplace disputes in FY 07, and were highly effective in resolving the dispute. As shown in Table Five above, Early Resolution was attempted in 50% of EEO cases and 84% of NGPs, resolving 65% and 64% of these disputes, respectively. Early Resolution techniques were used in 82% of all other disputes, resolving 68% of them.

ADR usage in MSPB appeals continues to increase. We are happy to note that FY 07 was improved over FY 06, with 40% of all appeals using some form of early resolution and 73% of those being resolved. Early resolution utilization was up 63% in grievances and down slightly in ULPs.

b. Workplace ADR Timeliness

AFI 51-1201 specifies a standard of 45 days or less to complete ADR from the point at which the parties agree to use it. As indicated in the summary of FY 07 timeliness data in Table Six, average ADR processing times in all disputes increased over FY 06, due entirely to the increase in average days to conduct ADR in non-EEO disputes, in particular MSPB cases. In contrast, average processing times in EEO disputes decreased by 22% in FY 07. Due to the increased time to process non-EEO disputes, the overall time to process all disputes increased by 32% from FY 06, to an average of 29 days. However, this is still well within the standard.

**ADR Timeliness in Workplace Disputes
FY06 – FY07 (Averages)**

	FY 2006	FY 2007	% Change
Informal EEO	35 days	33 days	-6%
Formal EEO	59 days	27 days	-54%
All EEO	41 days	32 days	-22%
Non-EEO	14 days	27 days	+93%
Average for All Disputes	22 days	29 days	+32%

Table Six

c. Workplace ADR Customer Satisfaction

As a voluntary process, ADR must present a positive experience for all parties to a dispute, regardless of the outcome, to ensure its continued viability as a dispute resolution option. Perceptions of fairness, impartiality, commitment to the parties and their problems, and competency among those assigned to help them work through the issues are crucial to long-term success of any ADR program. AFI 51-1201 requires bases to gauge the satisfaction of ADR users both with the procedure in which they participated and the third-party neutral conducting it. Ratings of the process range from “very satisfied” to “very unsatisfied,” and ratings of the neutral range from “excellent” to “poor.” The goal for the process metric is at least 80% or respondents being “satisfied” or better. The goal for the neutral metric is at least 80% of respondents rating their neutral as “good” or better. Results for FY 07 are in Table Seven.

**ADR Customer Satisfaction FY07
Air Force Average**

Process	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
	70%	20%	6%	3%	1%
Neutral	Excellent	Good	Average	Fair	Poor
	83%	13%	3%	1%	0%

Table Seven

For FY 07, 90% of all ADR users who completed evaluations were “very satisfied” or “satisfied” with the process. This falls well above the 80% goal for this metric. A significant majority of ADR users view ADR positively. As for the quality of third party neutrals, most of whom are Air Force employees and members trained to be collateral duty mediators, the surveys continue to show a high degree of satisfaction, with an overwhelming 96% garnering an “excellent” or “good” rating from the parties. These results demonstrate a process and personnel that Air Force personnel trust and respect.

d. ADR in EEO Complaints: A Closer Look

Each year the Air Force reports its EEO statistical data, including the use of ADR in both the informal and formal stages of the complaint process, to the Equal Employment Opportunity Commission. According to the Air Force's EEO statistical report for FY 07 (EEOC Form 462):⁴

- In informal pre-complaints, ADR was offered in 837 of the 1175 cases processed, an offer rate of 71%. Of these offers, 466, or 56%, were accepted.
- Of the 466 informal pre-complaints that went to ADR, 296, or 64%, were successfully resolved.
- In formal complaints, ADR was offered in 261 of the 1038 cases processed, an offer rate of only 25%. Of these offers, 144, or 55%, were accepted.
- Of the 144 formal complaints that went to ADR, 112, or 78%, were successfully resolved.

The data reported above yield some relevant observations regarding the Air Force's use of ADR in EEO complaints. Although ADR has been demonstrated as highly effective in settling EEO complaints, especially at the formal stage of the complaint, the Air Force needs to do a better job offering it to the parties and encouraging them to use it. Experience shows that the parties agree to use ADR in about half the cases in which it is offered, so increasing offers will increase its usage. Experience also shows that once ADR is attempted, it yields a full and mutual resolution about 70 to 75 percent of the time. This is true in any workplace dispute, but it is particularly true in formal EEO complaints, where trend data show a historical settlement rate of about 70%. There are cases where ADR is inappropriate, and those cases are captured in AFI 51-1201, but they should be the rare exception, not the rule. This is one area where the Air Force can be more proactive.⁵ SAF/GCD, in partnership with AF/A1, elements of SAF/MR, the Air Force Personnel Center and other Headquarters Air Force functional organizations, is looking at ways the Air Force can increase utilization of ADR and other streamlined dispute resolution techniques in our military and civilian equal opportunity complaint processes.

One example of a streamlined EEO process that has already demonstrated its value is the "CORE" EEO pilot program. "CORE" is an acronym for "Compressed, Orderly, Rapid, Equitable," which is descriptive of the pilot's purpose, process, and effect. CORE was approved in October 2004 and implemented in January 2005 as part of a three-year Department of Defense-wide test program mandated by Congress. The pilot is a voluntary alternative to the traditional EEO formal complaint process, emphasizing mediation as its first step. CORE is administered by the Air Force Civilian Appellate Review Office (AFCARO), with assistance from SAF/GCD to provide and fund external mediators (i.e., not assigned to the base where the complaint arose). CORE ended its test period on 30 September 07. It was judged so successful that the Air Force has submitted proposed legislation to permanently authorize the Department of Defense to use alternative EEO procedures similar to CORE. In April 2008 we were advised

⁴ Air Force Annual Federal EEO Statistical Report of Discrimination Complaints for FY 2007 (EEOC Form 462), Parts X and XI. Because of differing reporting criteria and definitions, the ADR data the Air Force reports to the EEOC may differ from the EEO data reported separately to SAF/GCD.

⁵ Notwithstanding the room for improvement, a review of EEOC agency-specific data from FY 04 to FY 06 found that the Air Force consistently utilizes ADR in both informal and formal EEO complaints more frequently and with greater success than the Army or the Navy.

by the Department of Defense Legislative Counsel that the White House has cleared the permanent CORE authority to go forward to Congress as soon as the proposal incorporates some of the EEOC's edits and the report on the CORE pilot program is sent to Congress.

By emphasizing mediation and replacing the agency investigation and EEOC hearing with a combined fact-finding hearing, CORE dramatically reduced average processing times during its two-and-a-half year run. For the 190 complaints processed through January 2008, the average time to closure was only 110 days, versus 365 days for all formal complaints in FY 2007.⁶ Mediation was offered in 156, or 77%, of CORE complaints (versus only 55% of all formal complaints), and was accepted in 123, or 79% of cases in which it was offered. Of the 123 complaints that were mediated, 99, or 80%, resulted in settlement, dismissal, or withdrawal of the complaint. The CORE pilot ended on September 30, 2007. SAF/GCD and SAF/MRB have been discussing ways to continue CORE beyond its statutory completion date. However, given the White House decision to recommend that Congress renew authorization to the use of expedited CORE procedures, we are hopeful that this successful pilot program will become a permanent option for resolving a particularly difficult category of workplace disputes.

The year 2007 saw the continued conversion by Air Force Civil Service employees to the new National Security Personnel System. We anticipate an increase in EEO complaints as conversion takes hold, even as the manpower to appropriately address those complaints is shrinking. The new Chair of the EEOC has told us there will be no additional resources at the Commission to hear and resolve EEO complaints, so it is up to us to resolve them internally as best we can. ADR and other facilitative early resolution processes are the best hope for doing that, which is one reason why ADR is a cornerstone of the EEOC's strategic plan. Besides resolving the legal issues that underlie EEO claims, ADR and other informal resolution processes have the advantage of being able to address other issues involving working conditions, even if they do not present meritorious claims of discrimination.

On August 8, 2007 the Air Force General Counsel issued guidance to the MAJCOM Commanders encouraging the use of ADR in NSPS reconsideration procedures. The purpose of this guidance is to empower pay pool managers and employees to resolve disputes over performance ratings quickly and fairly, thus minimizing resort to outside dispute processes such as EEO. Close to home, SAF/GCD participated in ADR proceedings for two SAF/GC personnel who disputed their NSPS performance rating. By use of ADR techniques these disputes were resolved without monetary adjustment.

e. Workplace ADR Awards

AFI 36-2869, *General Counsel Awards Program*, authorizes an annual General Counsel's ADR Award for individuals and organizations whose accomplishments during the preceding year significantly advanced the Air Force ADR Program. The Workplace ADR award winners for FY 2007 are:

- Small Organization Award: 17th Training Wing, Goodfellow AFB TX;
- Large Organization Award: Warner Robins Air Logistics Center, Robins AFB GA;
and

⁶ Parts X and XI of the Air Force Statistical Report of Discrimination Complaints (EEO Form 462) for FY 2007.

- Individual Achievement Award: Solomon Starks (posthumous), former Air Force EEO Program Manager and a great friend and mentor of the Air Force ADR Program.

Awards were presented by the General Counsel at a ceremony at the 2007 Worldwide ADR Champion Conference held at Eglin AFB, FL.

3. Mediator Certification Program

To improve the quality of Air Force collateral duty mediators and ensure a diverse mediator corps with a mix of skills, knowledge, and experience, SAF/GCD initiated a voluntary four-level certification program that took effect on January 1, 2006.⁷ Levels range from basic (I), to master (IV), based on experience, training, and other indicators of proficiency. Currently, the certification program is voluntary. The program is limited to Air Force mediators only, and is not required to mediate Air Force workplace disputes, unless the mediator is using Air Force ADR Program funds to mediate a case at another location, or is evaluating a new mediator for Level I certification. In those cases, the mediator must be certified at Level II or higher. Although the certification program is voluntary, we do encourage certification in order to build confidence in the Air Force mediator corps and to recognize our collateral duty mediators for their invaluable service to the Air Force ADR Program. As of April 2008, GCD has certified 33 mediators at Level I, 41 at Level II, 3 at Level III, and 5 at Level IV.

C. ADR Program Outreach Efforts.

- The ADR Program supports **AFMC's Corporate Counsel Day**, an event that fosters communication and cooperative problem solving between defense industry corporate counsel and Air Force lawyers. The event is an excellent opportunity to get unvarnished feedback from industry on our ADR policy and to provide industry with the latest lessons learned from our program.
- The **Federal Government's Inter-Agency ADR Working Group Steering Committee** was formed to coordinate, promote, and facilitate the effective use of ADR in the government, pursuant to the Administrative Dispute Resolution Act of 1990 and a [White House Presidential Memorandum](#). The Air Force is a member of the Steering Committee and participates in preparing documents and training programs related to issues that cut across agency boundaries, such as ethical standards. Among the major projects to which SAF/GCD has contributed are guides for standards of conduct for neutrals, confidentiality requirements in federal ADR proceedings, and standards for federal agency ombudsmen.
- The Secretary of Defense established the **DOD ADR Coordinating Committee** pursuant to DOD Directive 5145.5. The ADR Committee holds periodic meetings attended by representatives of the ADR programs from the military departments and components. SAF/GCD is an active participant in these DOD-level meetings.
- The **Air Force ADR Program website** is the centerpiece of our efforts to ensure Air Force personnel, contractors, union officials, and the public have timely access to

⁷ SAF/GCD issued a major revision of the program guidelines on October 1, 2007.

ADR information. Located at <http://www.adr.af.mil>, this site provides information about Air Force initiatives to use ADR techniques to resolve a wide range of disputes. The Air Force website is a popular source of information for users both inside and outside the government. In 2007 we completed work with Air Force News to upgrade and integrate the ADR program website with other Air Force public websites based on the Air Force Link interface. The new website is much easier to use and more accessible.

D. Promoted More Systematic Use of ADR in Environmental and Land Use Controversies and in Housing Privatization.

SAF/GCD is working on a number of fronts to help promote more systematic use of ADR in environmental disputes. With SAF/GCN, we are actively participating along with other DOD components and federal civilian agencies in the joint Office of Management and Budget (OMB)/President's Council on Environmental Quality (CEQ) initiative to promote the use of collaborative problem-solving and dispute resolution techniques in environmental, public lands, and natural resources disputes. In cooperation with SAF/GCQ and SAF/GCN, we have drafted new dispute resolution provisions for use in Air Force housing privatization leases. In the coming year, we will be working on delivering training in negotiation and collaborative problem-solving techniques to the field to assist in resolution of environmental disputes.

E. Secured Sufficient Resources to Meet Our Mission.

Air Force Policy Directive 51-12 makes SAF/GCD responsible for: (1) submitting, managing, and executing the Air Force ADR Program budget; and (2) supporting the development and implementation of initiatives consistent with the goals set forth in AFRPD 51-12. SAF/GCD secured sufficient funding to pay for ADR-related case support, training, travel, and neutral services, as well as its commitment to the Air Force Negotiation Center of Excellence, in FY 07.

A permanent shortage of administrative personnel and the elimination of central funding for SCEP positions (critical to administration of the Air Force ADR program) led to the decision to invest in information technology infrastructure that would allow SAF/GC to use attorney time more efficiently to accomplish more with less. The case management system chosen to accomplish this AFSO 21 project is the Total Records Information Management system, or TRIM. We spent our FY 07 funding in support of the Air Force ADR Program, the acquisition and implementation of TRIM, and the Air Force Negotiation Center of Excellence as Table Eight shows.

FY 07 ADR Program Total Spending

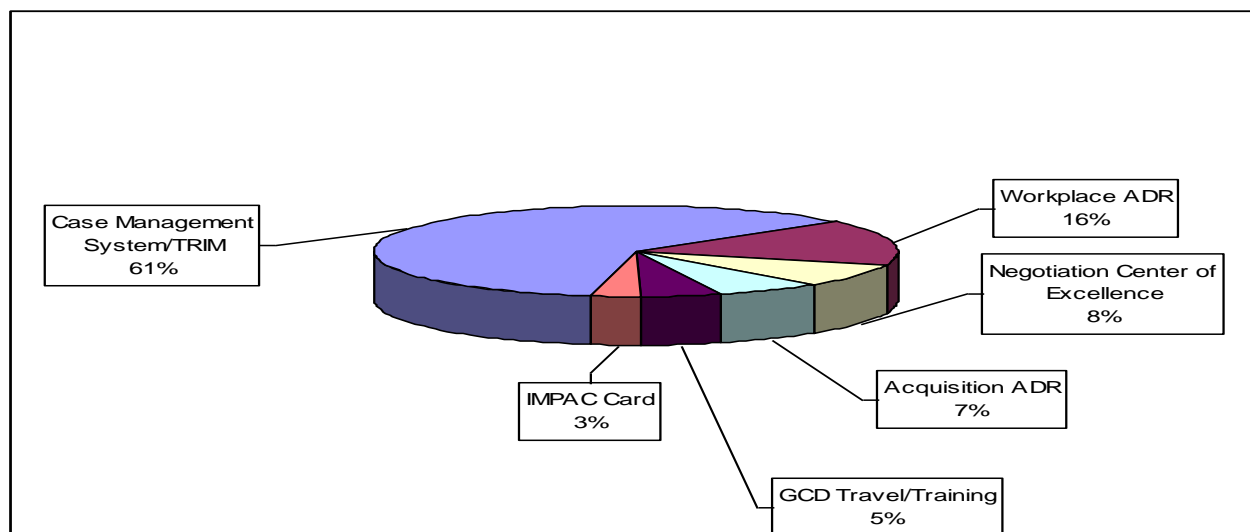


Table Eight

F. ADR Program Training: Providing Targeted Training.

As a key part of our mission, the ADR Program Office offers a range of training designed to suit Air Force needs.

1. Worldwide ADR Champion Training Conference

On November 14-15, 2007 SAF/GCD presented the second Worldwide ADR Champion Training Conference at Eglin AFB, bringing together 120 ADR Champions and practitioners from every base and Major Command in the Air Force, worldwide. The purpose of the conference was to acquaint ADR Champions with the current issues in the Air Force ADR Program for Workplace Disputes and their roles and responsibilities under AFI 51-1201 in developing and implementing ADR programs at their respective bases and MAJCOMs. The Eglin AFB EEO and ADR Program Office and Civilian Personnel Office provided outstanding conference support. The two-day conference was highlighted by the presentation of the 2007 ADR Awards for Workplace Disputes by the Air Force General Counsel, Mary L. Walker.

2. Civilian Workplace Mediation Training

a. Mediation Skills Training

The Air Force Human Resource Management School has a fully accredited four-day basic mediation skills training course to train Air Force personnel to be collateral duty mediators. It also has an approved five-day course in advanced mediation, for more experienced Air Force

mediators to learn new mediation skills and techniques and current initiatives in mediation and other facilitative dispute resolution techniques. SAF/GCD is the curriculum owner for both courses, and provides instructor and financial support to the School to help put them on. In addition to the in-residence courses at Maxwell AFB in Montgomery, AL, the School, in cooperation with SAF/GCD, sends the course on the road periodically to conduct MAJCOM or location-specific mediation training. In 2007, the School hosted one basic mediation course, and one advanced mediation course. In addition to the Air Force mediation training, the Defense Equal Opportunity Management Institute (DEOMI), at Patrick AFB FL, conducts a five-day basic mediation course for military and civilian personnel that qualifies them to conduct Air Force workplace mediations.

b. Mediation Refresher Training

AFI 51-1201 requires all active Air Force collateral duty mediators to receive a minimum of eight hours mediation refresher training per year. SAF/GCD has partnered with the Air Force Human Resource Management School, which manages all Air Force mediation training, to create a modular eight-hour refresher training program that can be packaged for presentation by base ADR Champions or delivered by experienced mediation instructors. The use of individual one-hour training modules provides flexibility and keeps training fresh from year to year. Modules on ethics (standards of conduct) and settlement agreement writing are mandatory and must be included in each eight-hour refresher training session. Installation commanders and their ADR Champions are responsible for ensuring refresher training is completed, but GCD provides training support as resources allow. In 2007, GCD provided refresher training to mediators at Brooks AFB in San Antonio, the ACC EEO Conference at Davis-Monthan AFB, Robins AFB, and Eglin AFB.

c. EO Transformation Initiative Training

In 2007, SAF/GCD provided 100% funding support for the Air Force Equal Opportunity transformation initiative, an AFSSO 21 initiative to integrate civilian and military Equal Opportunity resources into a single Equal Opportunity program, and to imbue this program with strong preventive dispute resolution skills. From June through November 2007, SAF/GCD funded the cross-training of approximately 150 civilian EEO counselors and military MEO technicians at Patrick AFB FL and Maxwell AFB AL, allowing these personnel to work on both civilian and military EO matters for the first time. This integration promises to allow the Air Force to deliver the same or better level of EO service to the field with a substantially smaller workforce, and by emphasizing proactive, preventive conflict management to reduce the incidence of complaints, support the Air Force Integrated Conflict Management System championed by SAF/GCD.

3. Negotiation and Appropriate Dispute Resolution Course (NADRC)

Every year SAF/GCD, in conjunction with the Air Force JAG School, funds and conducts the Negotiation and Appropriate Dispute Resolution Course at the JAG School. The five-day course trains Air Force judge advocates and civilian attorneys in interest-based negotiation and ADR techniques. Guest instructors included Mr. Robert Sutemeier, former JAG School Commandant and currently Associate General Counsel for the DOD Education Activity, Judges Carol Park-Conroy and Diana Dickinson of the Armed Services Board of Contract Appeals, Dr. Gary Weaver of American University, Dr. Kirk Emerson, President of the U.S.

Institute for Environmental Conflict Resolution, and Dr. Stefan Eisen, Director of the Air Force Negotiation Center of Excellence at Air War College. The course will again be presented in May of 2008.

4. Contract Litigation and ADR Training

Every year, SAF/GCD supports attendance by lawyers from AFLOA/JACQ at the American Bar Association Tech Show in Chicago to ensure that Air Force contract litigators are familiar with and employ up to the minute capabilities of litigation support and trial presentation software to the benefit of the Air Force in contract litigation and acquisition ADR.

SAF/GCD has also designed and delivered training for the Air Force contract trial team in interest-based negotiation and ADR, and is funding and working with AFLOA/JACQ on upgrades to the Contract Litigation and ADR Database.

G. Air Force Recruiting: Student Career Experience Program (SCEP).

For the last five years, the Air Force ADR Program office has relied extensively on graduate degree students – principally in MBA and International Affairs programs – for day-to-day program support and special projects in the office. These highly talented and motivated individuals work on matters such as the Air Force Negotiation Center of Excellence, SAF/GC budget issues, and workplace ADR, among many others. The SCEP initiative has not only served the ADR Program, but also provides a source of outstanding candidates for Air Force career civilian service. In 2006, we placed a record number of candidates (five) in permanent Air Force employment. However, funding for SCEP employees was cut in FY 07, and going forward, the Air Force ADR Program will need to use program funds for these positions.

H. Future Challenges.

The Air Force ADR Program faces several likely challenges in FY 08. Among these:

- Ensuring the quality of those who serve as third-party neutrals in Air Force workplace dispute mediations. There is a wide disparity in the quality and experience levels of Air Force collateral duty mediators. The voluntary mediator certification program that was implemented in 2006 and revised in 2007 helps us to identify and manage Air Force mediators based on skill and experience levels, which significantly improves our ability to provide the right mediator, to the right case, at the right time.
- Ensuring a meaningful role for ADR as the EEO and MEO programs are consolidated.
- Working with the NSPS Program Office to maximize the utility of ADR in the NSPS reconsideration process.
- Working with AFLOA/JACQ to ensure that the contract trial team is fully up to speed on Air Force ADR policies and best practices and supporting them with training and funding as needed.

- Reaching out to our top Air Force suppliers to enter into new dispute resolution pledges emphasizing early dispute resolution and the consideration of ADR for bid protests as well as claims.
- Moving the contract litigation and ADR database from Wright-Patterson AFB to AFLOA/JACQ in Rosslyn and upgrading its functionality.
- Maintaining robust training in support of the ICMS concept, to include the acquisition workforce negotiation training, the supervisory skills training first rolled out in support of NSPS, and the basic, advanced, and refresher training for Air Force collateral duty mediators.

Conclusion: The ADR Program Had a Very Productive Year.

The Air Force ADR Program made significant contributions in FY 07 to important strategic objectives by advancing capabilities in negotiation and influence skills and cultural awareness throughout the Air Force. In addition, steady gains were made in both workplace and acquisition ADR. SAF/GCD and the Air Force ADR Program are committed to being at the leading edge of Air Force transformation initiatives.

Attachment 1

Air Force Workplace Dispute ADR and Early Resolution Data, FY-06 – FY 07

	ULP			EEO			MSPB			AGS			NGP			OTHER			TOTAL		
	06	07	Change	06	07	Change	06	07	Change	06	07	Change	06	07	Change	06	07	Change	06	07	Change
11th WG/AFDW																					
Disputes Pending	0	0	0%	23	10	-57%	0	0	0%	0	1	100%	0	0	0%	0	0	0%	23	11	-52%
Disputes Filed	2	0	-100%	65	29	-55%	0	0	0%	3	1	-67%	6	2	-67%	2	0	-100%	78	32	-59%
Total Disputes	2	0	-100%	88	39	-56%	0	0	0%	3	2	-33%	6	2	-67%	2	0	-100%	101	43	-57%
Non- ADR IBN Attempts	0	0	0%	23	23	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	23	23	0%
Non- ADR IBN Resolution	0	0	0%	23	23	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	23	23	0%
ADR Attempts	2	0	-100%	5	11	120%	0	0	0%	3	3	0%	6	0	-100%	2	0	-100%	18	14	-22%
ADR Resolutions	2	0	-100%	1	8	700%	0	0	0%	3	3	0%	4	0	-100%	2	0	-100%	12	11	-8%
IBN Attempt Rate	0%	0%	0%	26%	59%	126%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	23%	53%	135%
IBN Resolution Rate	0%	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	0%
ADR Attempt Rate	100%	0%	-100%	6%	28%	396%	0%	0%	0%	100%	150%	50%	100%	0%	-100%	100%	0%	-100%	18%	33%	83%
ADR Resolution Rate	100%	0%	-100%	20%	73%	264%	0%	0%	0%	100%	100%	0%	67%	0%	-100%	100%	0%	-100%	67%	79%	18%
Total ER Attempts	2	0	-100%	28	34	21%	0	0	0%	3	3	0%	6	0	-100%	2	0	-100%	41	37	-10%
Total ER Resolutions	2	0	-100%	24	31	29%	0	0	0%	3	3	0%	4	0	-100%	2	0	-100%	35	34	-3%
Combined ER Attempt Rate	100%	0%	-100%	32%	87%	174%	0%	0%	0%	100%	150%	50%	100%	0%	-100%	100%	0%	-100%	41%	86%	112%
Combined ER Resolution Rate	100%	0%	-100%	86%	91%	6%	0%	0%	0%	100%	100%	0%	67%	0%	-100%	100%	0%	-100%	85%	92%	8%
ACC																					
Disputes Pending	0	0	0%	28	44	57%	0	7	100%	1	0	-100%	0	2	100%	0	0	0%	29	53	83%
Disputes Filed	32	79	147%	166	167	1%	29	18	-38%	12	11	-8%	108	86	-20%	14	30	114%	365	391	7%
Total Disputes	32	79	147%	194	211	9%	29	25	-14%	13	11	-15%	108	88	-19%	14	30	114%	390	444	14%
Non- ADR IBN Attempts	0	2	100%	21	7	-67%	0	0	0%	0	0	0%	1	2	100%	0	1	100%	22	12	-45%
Non- ADR IBN Resolution	0	0	0%	10	7	-30%	0	0	0%	0	0	0%	1	2	100%	0	1	100%	11	10	-9%
ADR Attempts	24	4	-83%	41	35	-15%	4	1	-75%	4	0	-100%	53	20	-62%	12	25	108%	138	85	-38%
ADR Resolutions	11	3	-73%	31	19	-39%	2	0	-100%	4	0	-100%	25	19	-24%	10	22	120%	83	63	-24%
IBN Attempt Rate	0%	3%	100%	11%	3%	-69%	0%	0%	0%	0%	0%	0%	1%	2%	145%	0%	3%	100%	6%	3%	-52%
IBN Resolution Rate	0%	0%	0%	48%	100%	110%	0%	0%	0%	0%	0%	0%	100%	100%	0%	0%	100%	100%	50%	83%	67%
ADR Attempt Rate	75%	5%	-93%	21%	17%	-22%	14%	4%	-71%	31%	0%	-100%	49%	23%	-54%	86%	83%	-3%	35%	19%	-45%
ADR Resolution Rate	46%	75%	64%	76%	54%	-28%	50%	0%	-100%	100%	0%	-100%	47%	95%	101%	83%	88%	6%	60%	74%	23%
Total ER Attempts	24	6	-75%	62	42	-32%	4	1	-75%	4	0	-100%	54	22	-59%	12	26	117%	160	97	-39%
Total ER Resolutions	11	3	-73%	41	26	-37%	2	0	-100%	4	0	-100%	26	21	-19%	10	23	130%	94	73	-22%
Combined ER Attempt Rate	75%	8%	-90%	32%	20%	-38%	14%	4%	-71%	31%	0%	-100%	50%	25%	-50%	86%	87%	1%	41%	22%	-47%
Combined ER Resolution Rate	46%	50%	9%	66%	62%	-6%	50%	0%	-100%	100%	0%	-100%	48%	95%	98%	83%	88%	6%	59%	75%	28%
AETC																					
Disputes Pending	1	5	400%	65	57	-12%	3	2	-33%	1	3	200%	6	8	33%	8	5	-38%	84	80	-5%
Disputes Filed	23	75	226%	262	279	6%	16	15	-6%	17	10	-41%	77	87	13%	98	107	9%	493	573	16%
Total Disputes	24	80	233%	327	336	3%	19	17	-11%	18	13	-28%	83	95	14%	106	112	6%	577	653	13%
Non- ADR IBN Attempts	0	0	0%	23	8	-65%	0	0	0%	0	1	100%	7	0	-100%	0	0	0%	30	9	-70%
Non- ADR IBN Resolution	0	0	0%	19	8	-58%	0	0	0%	0	1	100%	4	0	-100%	0	0	0%	23	9	-61%
ADR Attempts	12	14	17%	86	109	27%	5	9	80%	21	3	-86%	53	62	17%	110	93	-15%	287	290	1%
ADR Resolutions	9	0	-100%	68	78	15%	4	3	-25%	20	2	-90%	25	46	84%	100	89	-11%	226	218	-4%
IBN Attempt Rate	0%	0%	0%	7%	2%	-66%	0%	0%	0%	0%	8%	100%	8%	0%	-100%	0%	0%	0%	5%	1%	-73%
IBN Resolution Rate	0%	0%	0%	83%	100%	21%	0%	0%	0%	0%	100%	100%	57%	0%	-100%	0%	0%	0%	77%	100%	30%
ADR Attempt Rate	50%	18%	-65%	26%	32%	23%	26%	53%	101%	117%	23%	-80%	64%	65%	2%	104%	83%	-20%	50%	44%	-11%
ADR Resolution Rate	75%	0%	-100%	79%	72%	-9%	80%	33%	-58%	95%	67%	-30%	47%	74%	57%	91%	96%	5%	79%	75%	-5%
Total ER Attempts	12	14	17%	109	117	7%	5	9	80%	21	4	-81%	60	62	3%	110	93	-15%	317	299	-6%
Total ER Resolutions	9	0	-100%	87	86	-1%	4	3	-25%	20	3	-85%	29	46	59%	100	89	-11%	249	227	-9%
Combined ER Attempt Rate	50%	18%	-65%	33%	35%	4%	26%	53%	101%	117%	31%	-74%	72%	65%	-10%	104%	83%	-20%	55%	46%	-17%
Combined ER Resolution Rate	75%	0%	-100%	80%	74%	-8%	80%	33%	-58%	95%	75%	-21%	48%	74%	54%	91%	96%	5%	79%	76%	-3%
AFMC																					
Disputes Pending	32	0	-100%	308	258	-16%	2	4	100%	0	1	100%	25	23	-8%	8	3	-63%	375	289	-23%
Disputes Filed	184	155	-16%	993	819	-18%	91	70	-23%	75	78	4%	2013	1516	-25%	119	299	151%	3475	2937	-15%
Total Disputes	216	155	-28%	1301	1077	-17%	93	74	-20%	75	79	5%	2038	1539	-24%	127	302	138%	3850	3226	-16%
Non- ADR IBN Attempts	39	92	136%	173	167	-3%	44	35	-20%	4	0	-100%	460	857	86%	0	209	100%	720	1360	89%
Non- ADR IBN Resolution	39	45	15%	154	108	-30%	21	29	38%	4	0	-100%	452	443	-2%	0	200	100%	670	825	23%
ADR Attempts	44	41	-7%	581	465	-20%	3	3	0%	24	45	88%	532	554	4%	115	290	152%	1299	1398	8%
ADR Resolutions	39	34	-13%	421	339	-19%	2	3	50%	17	27	59%	403	411	2%	103	126	22%	985	940	-5%
IBN Attempt Rate	18%	59%	229%	13%	16%	17%	47%	47%	0%	5%	0%	-100%	23%	56%	147%	0%	69%	100%	19%	42%	125%
IBN Resolution Rate	100%	49%	-51%	89%	65%	-27%	48%	83%	74%	100%	0%	-100%	98%	52%	-47%	0%	96%	100%	93%	61%	-35%
ADR Attempt Rate	20%	26%	30%	45%	43%	-3%	3%	4%	26%	32%	57%	78%	26%	36%	38%	91%	96%	6%	34%	43%	28%
ADR Resolution Rate	89%	83%	-6%	72%	73%	1%	67%	100%	50%	71%	60%	-15%	76%	74%	-2%	90%	43%	-51%	76%	67%	-11%
Total ER Attempts	83	133	60%	754	632	-16%	47	38	-19%	28	45	61%	992	1411	42%	115	499	334%	2019	2758	37%
Total ER Resolutions	78	79	1%	575	447	-22%	23	32	39%	21	27	29%	855	854	0%	103	326	217%	1655	1765	7%

Combined ER Attempt Rate	38%	86%	123%	58%	59%	1%	51%	51%	2%	37%	57%	53%	49%	92%	88%	91%	165%	82%	52%	85%	63%
Combined ER Resolution Rate	94%	59%	-37%	76%	71%	-7%	49%	84%	72%	75%	60%	-20%	86%	61%	-30%	90%	65%	-27%	82%	64%	-22%
AFRC																					
Disputes Pending	0	0	0%	23	3	-87%	1	0	-100%	0	0	0%	1	0	-100%	0	0	0%	25	3	-88%
Disputes Filed	15	4	-73%	74	22	-70%	25	3	-88%	10	4	-60%	82	15	-82%	2	0	-100%	208	48	-77%
Total Disputes	15	4	-73%	97	25	-74%	26	3	-88%	10	4	-60%	83	15	-82%	2	0	-100%	233	51	-78%
Non- ADR IBN Attempts	0	0	0%	7	2	-71%	1	0	-100%	2	0	-100%	0	0	0%	0	0	0%	10	2	-80%
Non- ADR IBN Resolution	0	0	0%	3	0	-100%	0	0	0%	1	0	-100%	0	0	0%	0	0	0%	4	0	-100%
ADR Attempts	0	1	100%	29	10	-66%	5	0	-100%	1	0	-100%	6	3	-50%	2	0	-100%	43	14	-67%
ADR Resolutions	0	0	0%	20	4	-80%	5	0	-100%	0	0	0%	1	0	-100%	0	0	0%	26	4	-85%
IBN Attempt Rate	0%	0%	0%	7%	8%	11%	4%	0%	-100%	20%	0%	-100%	0%	0%	0%	0%	0%	0%	4%	4%	-9%
IBN Resolution Rate	0%	0%	0%	43%	0%	-100%	0%	0%	0%	50%	0%	-100%	0%	0%	0%	0%	0%	0%	40%	0%	-100%
ADR Attempt Rate	0%	25%	100%	30%	40%	34%	19%	0%	-100%	10%	0%	-100%	7%	20%	177%	100%	0%	-100%	18%	27%	49%
ADR Resolution Rate	0%	0%	0%	69%	40%	-42%	100%	0%	-100%	0%	0%	0%	17%	0%	-100%	0%	0%	0%	60%	29%	-53%
Total ER Attempts	0	1	100%	36	12	-67%	6	0	-100%	3	0	-100%	6	3	-50%	2	0	-100%	53	16	-70%
Total ER Resolutions	0	0	0%	23	4	-83%	5	0	-100%	1	0	-100%	1	0	-100%	0	0	0%	30	4	-87%
Combined ER Attempt Rate	0%	25%	100%	37%	48%	29%	23%	0%	-100%	30%	0%	-100%	7%	20%	177%	100%	0%	-100%	23%	31%	38%
Combined ER Resolution Rate	0%	0%	0%	64%	33%	-48%	83%	0%	-100%	33%	0%	-100%	17%	0%	-100%	0%	0%	0%	57%	25%	-56%
AFSOC																					
Disputes Pending	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Disputes Filed	0	0	0%	1	6	500%	0	0	0%	0	0	0%	0	2	100%	3	0	-100%	4	8	100%
Total Disputes	0	0	0%	1	6	500%	0	0	0%	0	0	0%	0	2	100%	3	0	-100%	4	8	100%
Non- ADR IBN Attempts	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Non- ADR IBN Resolution	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
ADR Attempts	0	0	0%	0	3	100%	0	0	0%	0	0	0%	0	2	100%	3	0	-100%	3	5	67%
ADR Resolutions	0	0	0%	0	1	100%	0	0	0%	0	0	0%	0	1	100%	3	0	-100%	3	2	-33%
IBN Attempt Rate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IBN Resolution Rate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADR Attempt Rate	0%	0%	0%	0%	50%	100%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0%	-100%	75%	63%	-17%
ADR Resolution Rate	0%	0%	0%	0%	33%	100%	0%	0%	0%	0%	0%	0%	0%	50%	100%	100%	0%	-100%	100%	40%	-60%
Total ER Attempts	0	0	0%	0	3	100%	0	0	0%	0	0	0%	0	2	100%	3	0	-100%	3	5	67%
Total ER Resolutions	0	0	0%	0	1	100%	0	0	0%	0	0	0%	0	1	100%	3	0	-100%	3	2	-33%
Combined ER Attempt Rate	0%	0%	0%	0%	50%	100%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0%	-100%	75%	63%	-17%
Combined ER Resolution Rate	0%	0%	0%	0%	33%	100%	0%	0%	0%	0%	0%	0%	0%	50%	100%	100%	0%	-100%	100%	40%	-60%
AFSPC																					
Disputes Pending	0	1	100%	61	73	20%	0	14	100%	1	1	0%	1	0	-100%	0	0	0%	63	89	41%
Disputes Filed	1	1	0%	162	155	-4%	4	3	-25%	5	19	280%	3	10	233%	0	10	100%	175	198	13%
Total Disputes	1	2	100%	223	228	2%	4	17	325%	6	20	233%	4	10	150%	0	10	100%	238	287	21%
Non- ADR IBN Attempts	1	1	0%	3	74	2367%	2	4	100%	0	4	100%	14	9	-36%	0	0	0%	20	92	360%
Non- ADR IBN Resolution	1	1	0%	2	18	800%	2	3	50%	0	1	100%	14	1	-93%	0	0	0%	19	24	26%
ADR Attempts	0	0	0%	43	40	-7%	0	4	100%	3	5	67%	0	2	100%	0	10	100%	46	61	33%
ADR Resolutions	0	0	0%	28	24	-14%	0	3	100%	3	4	33%	0	1	100%	0	10	100%	31	42	35%
IBN Attempt Rate	100%	50%	-50%	1%	32%	2313%	50%	24%	-53%	0%	20%	100%	350%	90%	-74%	0%	0%	0%	8%	32%	281%
IBN Resolution Rate	100%	100%	0%	67%	24%	-64%	100%	75%	-25%	0%	25%	100%	100%	11%	-89%	0%	0%	0%	95%	26%	-73%
ADR Attempt Rate	0%	0%	0%	19%	18%	-9%	0%	24%	100%	50%	25%	-50%	0%	20%	100%	0%	100%	100%	19%	21%	10%
ADR Resolution Rate	0%	0%	0%	65%	60%	-8%	0%	75%	100%	100%	80%	-20%	0%	50%	100%	0%	100%	100%	67%	69%	2%
Total ER Attempts	1	1	0%	46	114	148%	2	8	300%	3	9	200%	14	11	-21%	0	10	100%	66	153	132%
Total ER Resolutions	1	1	0%	30	42	40%	2	6	200%	3	5	67%	14	2	-86%	0	10	100%	50	66	32%
Combined ER Attempt Rate	100%	50%	-50%	21%	50%	142%	50%	47%	-6%	50%	45%	-10%	350%	110%	-69%	0%	100%	100%	28%	53%	92%
Combined ER Resolution Rate	100%	100%	0%	65%	37%	-44%	100%	75%	-25%	100%	56%	-44%	100%	18%	-82%	0%	100%	100%	76%	43%	-43%
AIA																					
Disputes Pending	0	0	0%	1	3	200%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	1	3	200%
Disputes Filed	0	0	0%	12	7	-42%	0	0	0%	0	0	0%	0	0	0%	0	1	100%	12	8	-33%
Total Disputes	0	0	0%	13	10	-23%	0	0	0%	0	0	0%	0	0	0%	0	1	100%	13	11	-15%
Non- ADR IBN Attempts	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Non- ADR IBN Resolution	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
ADR Attempts	0	0	0%	5	1	-80%	0	0	0%	0	0	0%	0	0	0%	0	1	100%	5	2	-60%
ADR Resolutions	0	0	0%	4	0	-100%	0	0	0%	0	0	0%	0	0	0%	0	1	100%	4	1	-75%
IBN Attempt Rate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IBN Resolution Rate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ADR Attempt Rate	0%	0%	0%	38%	10%	-74%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	38%	18%	-53%
ADR Resolution Rate	0%	0%	0%	80%	0%	-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	80%	50%	-38%
Total ER Attempts	0	0	0%	5	1	-80%	0	0	0%	0	0	0%	0	0	0%	0	1	100%	5	2	-60%
Total ER Resolutions	0	0	0%	4	0	-100%	0	0	0%	0	0	0%	0	0	0%	0	1	100%	4	1	-75%
Combined ER Attempt Rate	0%	0%	0%	38%	10%	-74%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	38%	18%	-53%
Combined ER Resolution Rate	0%	0%	0%	80%	0%	-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	80%	50%	-38%
AMC																					
Disputes Pending	2	4	100%	29	38	31%	0	0	0%	0	1	100%	45	32	-29%	0	2	100%	76	77	1%
Disputes Filed	17	7	-59%	130	123	-5%	0	5	100%	11	23	109%	85	64	-25%	19	15	-21%	262	237	-10%
Total Disputes	19	11	-42%	159	161	1%	0	5	100%	11	24	118%	130	96	-26%	19	17	-11%	338	314	-7%
Non- ADR IBN Attempts	7	0	-100%	18	33	83%	0	0	0%	0	0	0%	44	47	7%	0	0	0%	69	80	16%

Non- ADR IBN Resolution	7	0	-100%	2	18	800%	0	0	0%	0	0	0%	32	40	25%	0	0	0%	41	58	41%
ADR Attempts	9	0	-100%	14	25	79%	0	2	100%	3	9	200%	32	6	-81%	19	11	-42%	77	53	-31%
ADR Resolutions	9	0	-100%	13	18	38%	0	2	100%	3	2	-33%	26	6	-77%	17	11	-35%	68	39	-43%
IBN Attempt Rate	37%	0%	-100%	11%	20%	81%	0%	0%	0%	0%	0%	0%	34%	49%	45%	0%	0%	0%	20%	25%	25%
IBN Resolution Rate	100%	0%	-100%	11%	55%	391%	0%	0%	0%	0%	0%	0%	73%	85%	17%	0%	0%	0%	59%	73%	22%
ADR Attempt Rate	47%	0%	-100%	9%	16%	76%	0%	40%	100%	27%	38%	38%	25%	6%	-75%	100%	65%	-35%	23%	17%	-26%
ADR Resolution Rate	100%	0%	-100%	93%	72%	-22%	0%	100%	100%	100%	22%	-78%	81%	100%	23%	89%	100%	12%	88%	74%	-17%
Total ER Attempts	16	0	-100%	32	58	81%	0	2	100%	3	9	200%	76	53	-30%	19	11	-42%	146	133	-9%
Total ER Resolutions	16	0	-100%	15	36	140%	0	2	100%	3	2	-33%	58	46	-21%	17	11	-35%	109	97	-11%
Combined ER Attempt Rate	84%	0%	-100%	20%	36%	79%	0%	40%	100%	27%	38%	38%	58%	55%	-6%	100%	65%	-35%	43%	42%	-2%
Combined ER Resolution Rate	100%	0%	-100%	47%	62%	32%	0%	100%	100%	100%	22%	-78%	76%	87%	14%	89%	100%	12%	75%	73%	-2%
PACAF																					
Disputes Pending	0	0	0%	10	10	0%	0	3	100%	0	0	0%	0	0	0%	0	0	0%	10	13	30%
Disputes Filed	9	4	-56%	38	27	-29%	7	4	-43%	11	5	-55%	161	73	-55%	9	8	-11%	235	121	-49%
Total Disputes	9	4	-56%	48	37	-23%	7	7	0%	11	5	-55%	161	73	-55%	9	8	-11%	245	134	-45%
Non- ADR IBN Attempts	9	0	-100%	0	23	100%	5	0	-100%	6	0	-100%	5	0	-100%	1	3	200%	26	26	0%
Non- ADR IBN Resolution	2	0	-100%	0	8	100%	0	0	0%	5	0	-100%	0	0	0%	1	3	200%	8	11	38%
ADR Attempts	3	2	-33%	0	11	100%	1	1	0%	5	5	0%	152	70	-54%	8	8	0%	169	97	-43%
ADR Resolutions	3	2	-33%	0	7	100%	1	1	0%	1	4	300%	152	70	-54%	1	4	300%	158	88	-44%
IBN Attempt Rate	100%	0%	-100%	0%	62%	100%	71%	0%	-100%	55%	0%	-100%	3%	0%	-100%	11%	38%	238%	11%	19%	83%
IBN Resolution Rate	22%	0%	-100%	0%	35%	100%	0%	0%	0%	83%	0%	-100%	0%	0%	0%	100%	100%	0%	31%	42%	38%
ADR Attempt Rate	33%	50%	50%	0%	30%	100%	14%	14%	0%	45%	100%	120%	94%	96%	2%	89%	100%	13%	69%	72%	5%
ADR Resolution Rate	100%	100%	0%	0%	64%	100%	100%	100%	0%	20%	80%	300%	100%	100%	0%	13%	50%	300%	93%	91%	-3%
Total ER Attempts	12	2	-83%	0	34	100%	6	1	-83%	11	5	-55%	157	70	-55%	9	11	22%	195	123	-37%
Total ER Resolutions	5	2	-60%	0	15	100%	1	1	0%	6	4	-33%	152	70	-54%	2	7	250%	166	99	-40%
Combined ER Attempt Rate	133%	50%	-63%	0%	92%	100%	86%	14%	-83%	100%	100%	0%	98%	96%	-2%	100%	138%	38%	80%	92%	15%
Combined ER Resolution Rate	42%	100%	140%	0%	44%	100%	17%	100%	500%	55%	80%	47%	97%	100%	3%	22%	64%	186%	85%	80%	-5%
USAF																					
Disputes Pending	0	0	0%	16	19	19%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	16	19	19%
Disputes Filed	5	21	320%	53	36	-32%	2	2	0%	0	0	0%	24	15	-38%	0	0	0%	84	74	-12%
Total Disputes	5	21	320%	69	55	-20%	2	2	0%	0	0	0%	24	15	-38%	0	0	0%	100	93	-7%
Non- ADR IBN Attempts	0	0	0%	31	31	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	31	31	0%
Non- ADR IBN Resolution	0	0	0%	9	9	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	9	9	0%
ADR Attempts	3	2	-33%	14	16	14%	1	1	0%	0	0	0%	3	0	-100%	0	0	0%	21	19	-10%
ADR Resolutions	1	0	-100%	7	7	0%	0	0	0%	0	0	0%	3	0	-100%	0	0	0%	11	7	-36%
IBN Attempt Rate	0%	0%	0%	45%	56%	25%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	31%	33%	8%
IBN Resolution Rate	0%	0%	0%	29%	29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	29%	29%	0%
ADR Attempt Rate	60%	10%	-84%	20%	29%	43%	50%	50%	0%	0%	0%	0%	13%	0%	-100%	0%	0%	0%	21%	20%	-3%
ADR Resolution Rate	33%	0%	-100%	50%	44%	-13%	0%	0%	0%	0%	0%	0%	100%	0%	-100%	0%	0%	0%	52%	37%	-30%
Total ER Attempts	3	2	-33%	45	47	4%	1	1	0%	0	0	0%	3	0	-100%	0	0	0%	52	50	-4%
Total ER Resolutions	1	0	-100%	16	16	0%	0	0	0%	0	0	0%	3	0	-100%	0	0	0%	20	16	-20%
Combined ER Attempt Rate	60%	10%	-84%	65%	85%	31%	50%	50%	0%	0%	0%	0%	13%	0%	-100%	0%	0%	0%	52%	54%	3%
Combined ER Resolution Rate	33%	0%	-100%	36%	34%	-4%	0%	0%	0%	0%	0%	0%	100%	0%	-100%	0%	0%	0%	38%	32%	-17%
USAF																					
Disputes Pending	0	0	0%	0	4	100%	0	0	0%	0	4	100%	0	0	0%	0	0	0%	0	8	100%
Disputes Filed	0	0	0%	43	22	-49%	0	0	0%	5	5	0%	0	0	0%	55	0	-100%	103	27	-74%
Total Disputes	0	0	0%	43	26	-40%	0	0	0%	5	9	80%	0	0	0%	55	0	-100%	103	35	-66%
Non- ADR IBN Attempts	0	0	0%	0	17	100%	0	0	0%	0	2	100%	0	0	0%	0	0	0%	0	19	100%
Non- ADR IBN Resolution	0	0	0%	0	17	100%	0	0	0%	0	2	100%	0	0	0%	0	0	0%	0	19	100%
ADR Attempts	0	0	0%	19	2	-89%	0	0	0%	3	2	-33%	0	0	0%	55	0	-100%	77	4	-95%
ADR Resolutions	0	0	0%	19	2	-89%	0	0	0%	3	2	-33%	0	0	0%	55	0	-100%	77	4	-95%
IBN Attempt Rate	0%	0%	0%	0%	65%	100%	0%	0%	0%	0%	22%	100%	0%	0%	0%	0%	0%	0%	0%	54%	100%
IBN Resolution Rate	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%	0%	100%	100%
ADR Attempt Rate	0%	0%	0%	44%	8%	-83%	0%	0%	0%	60%	22%	-63%	0%	0%	0%	100%	0%	-100%	75%	11%	-85%
ADR Resolution Rate	0%	0%	0%	100%	100%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	100%	0%	-100%	100%	100%	0%
Total ER Attempts	0	0	0%	19	19	0%	0	0	0%	3	4	33%	0	0	0%	55	0	-100%	77	23	-70%
Total ER Resolutions	0	0	0%	19	19	0%	0	0	0%	3	4	33%	0	0	0%	55	0	-100%	77	23	-70%
Combined ER Attempt Rate	0%	0%	0%	44%	73%	65%	0%	0%	0%	60%	44%	-26%	0%	0%	0%	100%	0%	-100%	75%	66%	-12%
Combined ER Resolution Rate	0%	0%	0%	100%	100%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	100%	0%	-100%	100%	100%	0%
AF TOTAL																					
Disputes Pending	35	10	-71%	564	519	-8%	6	30	400%	3	11	267%	78	65	-17%	16	10	-38%	702	645	-8%
Disputes Filed	288	346	20%	1999	1692	-15%	174	120	-31%	149	156	5%	2559	1870	-27%	321	470	46%	5494	4654	-15%
Total Disputes	323	356	10%	2563	2211	-14%	180	150	-17%	152	167	10%	2637	1935	-27%	337	480	42%	6196	5299	-14%
Non- ADR IBN Attempts	56	95	70%	299	385	29%	52	39	-25%	12	7	-42%	531	915	72%	1	213	21200%	951	1654	74%
Non- ADR IBN Resolution	49	46	-6%	222	216	-3%	23	32	39%	10	4	-60%	503	486	-3%	1	204	20300%	808	988	22%
ADR Attempts	97	64	-34%	837	728	-13%	19	21	11%	67	72	7%	837	719	-14%	326	438	34%	2183	2042	-6%
ADR Resolutions	74	39	-47%	612	507	-17%	14	12	-14%	54	44	-19%	639	554	-13%	291	263	-10%	1684	1419	-16%
IBN Attempt Rate	17%	27%	54%	12%	17%	49%	29%	26%	-10%	8%	4%	-47%	20%	47%	135%	0%	44%	14854%	15%	31%	103%
IBN Resolution Rate	88%	48%	-45%	74%	56%	-24%	44%	82%	86%	83%	57%	-31%	95%	53%	-44%	100%	96%	-4%	85%	60%	-30%
ADR Attempt Rate	30%	18%	-40%	33%	33%	1%															

